Transforming Installation Management through Integration of Sustainability and Well-Being into the IMA Strategic Planning Process

"SECURE THE MISSION – SUSTAIN THE FUTURE"

Our Mission *- provide equitable, effective and efficient management of Army installations worldwide to support mission readiness and execution, enable the Well-being of Soldiers, civilians and family members, improve the Army's aging infrastructure and preserve our environment.*

IMA CORPORATE MANAGEMENT PROCESS

Strategic Goals

1. Develop a dynamic cadre of IMA leaders to orchestrate excellence in installation management.
2. Manage installations equitably, effectively and efficiently.
3. Enable the well-being of the Army's people.
4. Practice sound stewardship and improve resource performance.
5. Deliver superior mission support to all organizations.
6. Develop and sustain an innovative, team-spirited, highly capable, service ori[illegible].

Old (Under Revision)

New/7

MISSION

*Provide **equitable, efficient** and **effective** management of Army installations worldwide to support readiness and execution, enable the well-being of Soldiers, Civilians and family members, improve the infrastructure, preserve the environment.*

Our Customers

- **Soldiers**
- **Civilians**
- **Family Members**
- **MACOMs**
- **SMCs / ICs**

Outcomes

- **Readiness**
- **Winning GWOT**
- **Transformation**

Our Stakeholders

- **HQDA**
- **IMBOD**
- **ACSIM**
- **Congress**
- **Citizens**

CORPORATE MANAGEMENT PROCESS

Strategy Driven

- Continually refine agency strategy
- Translate strategy to organization performance and individual performance plans

Customer Oriented

- Generate resource requirements to execute strategy
- Fund programs and requirements
- Set performance targets

- Improve internal processes
- Improve service quality and delivery
- Generate efficiencies
- Improve

Results to Standard

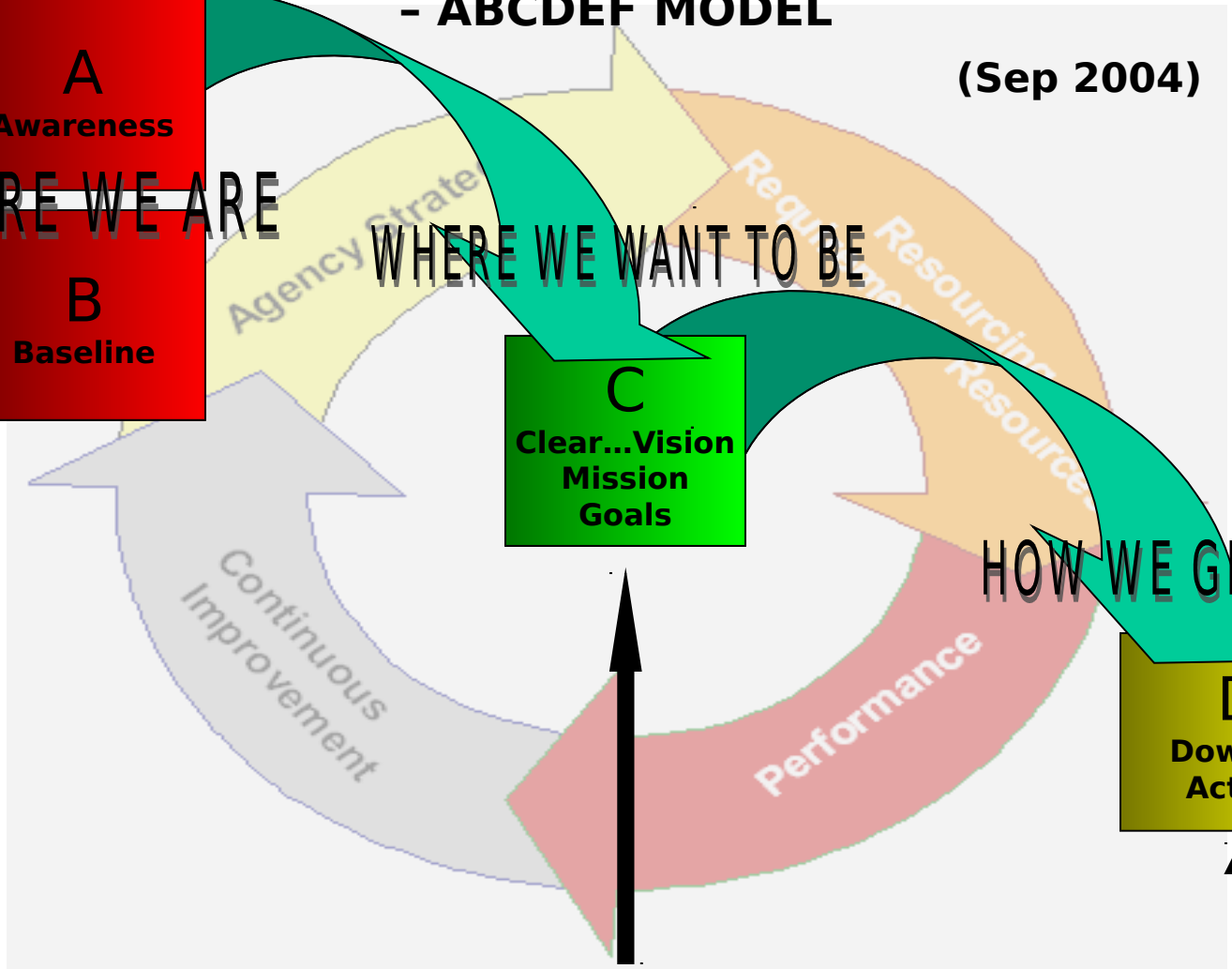
- Deliver products and services
- Measure and report performance
- Communicate with customers

Decisions Based on Facts

New

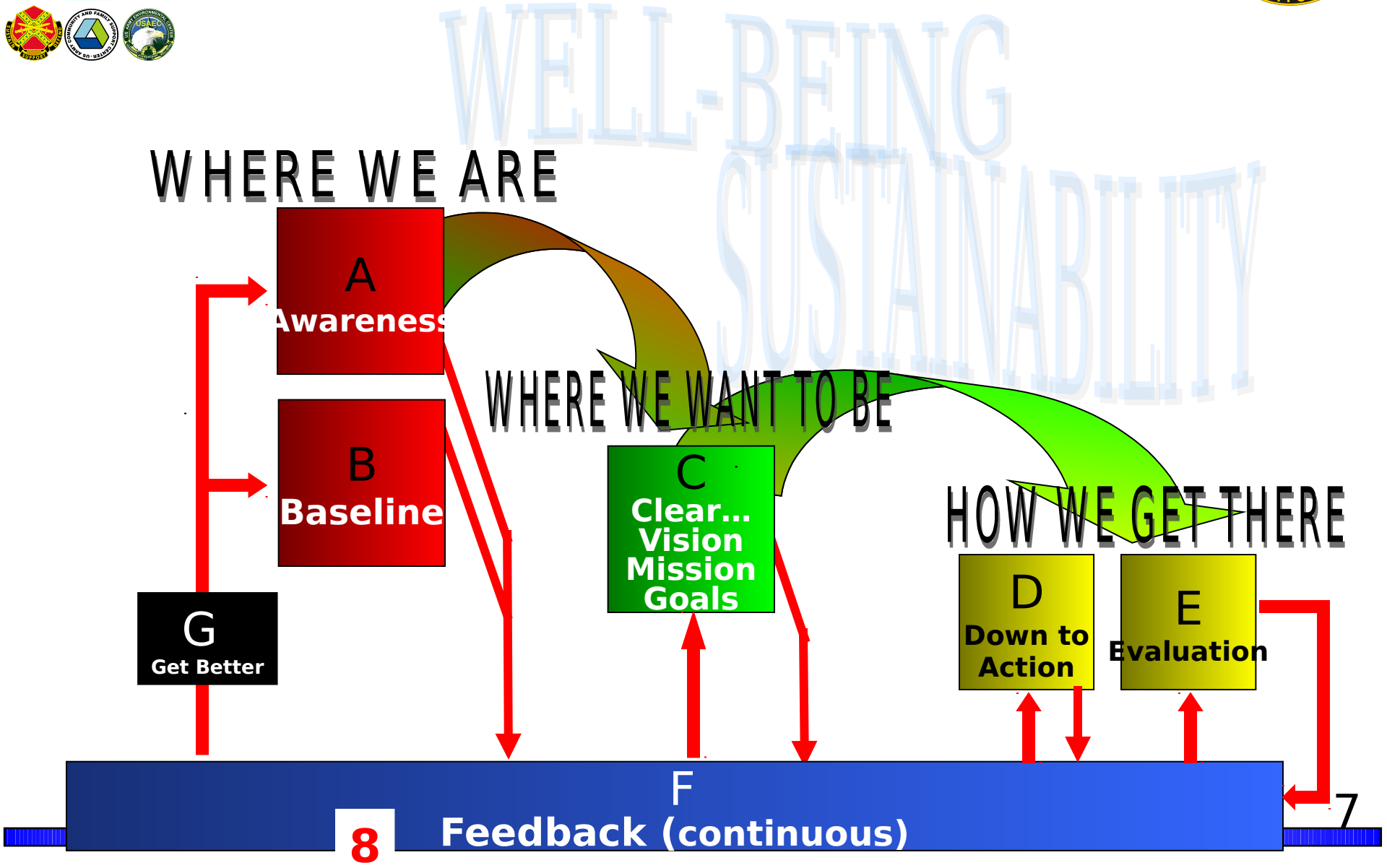
STRATEGIC PLANNING FOR SUSTAINABILITY – ABCDEF MODEL

(Sep 2004)

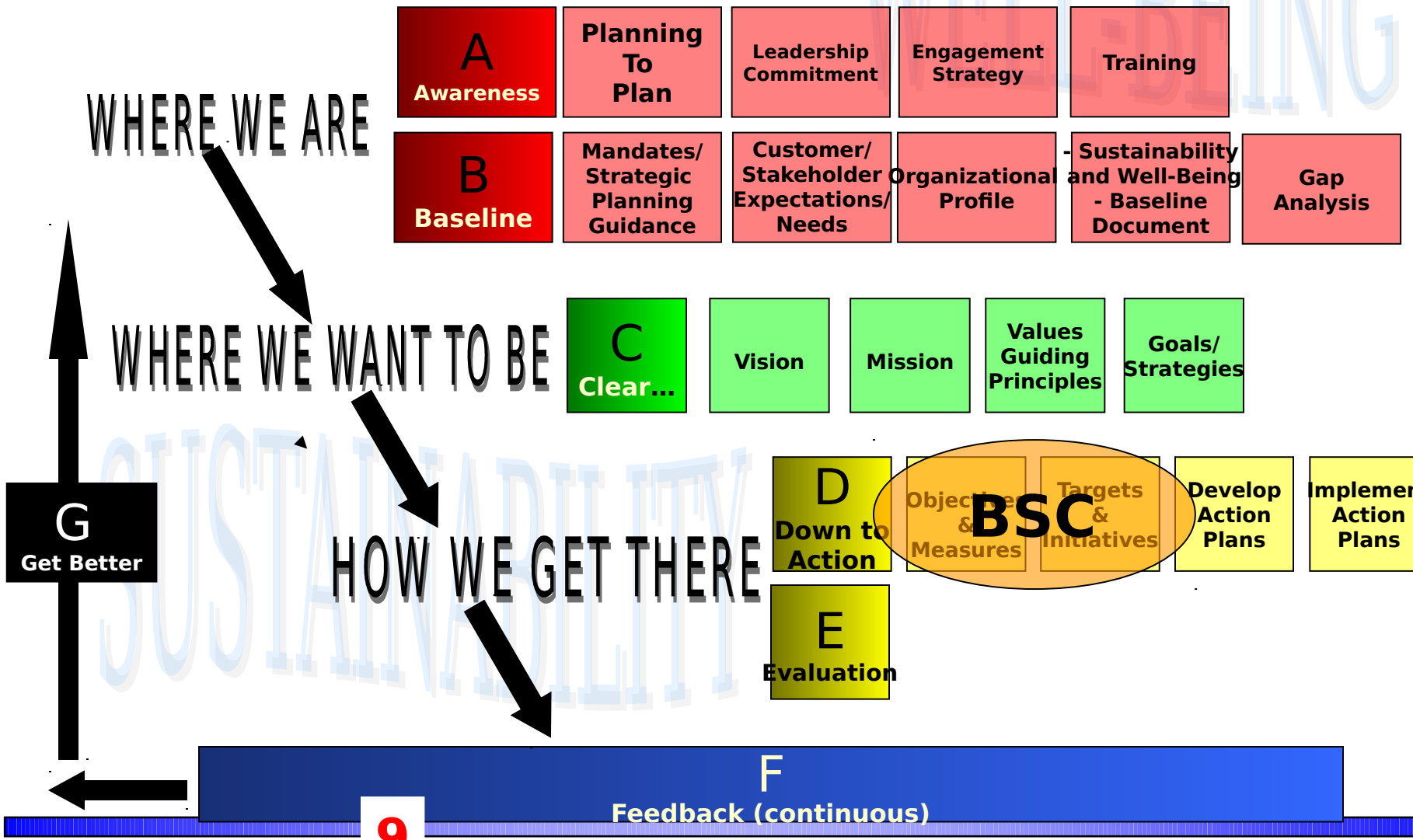


New/8

IMA Strategic Planning Model



IMA Strategic Planning Model and Process (cont.)



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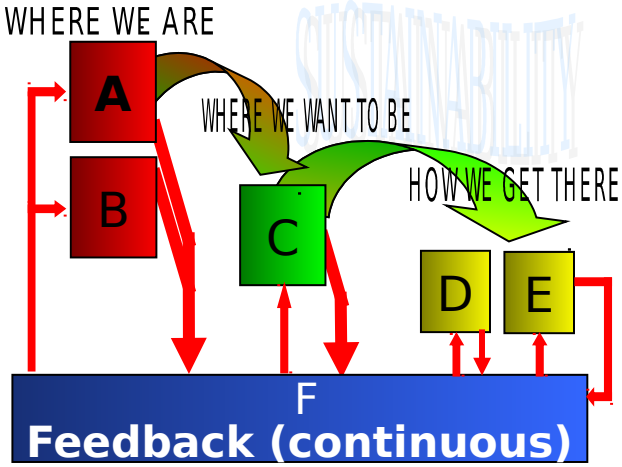
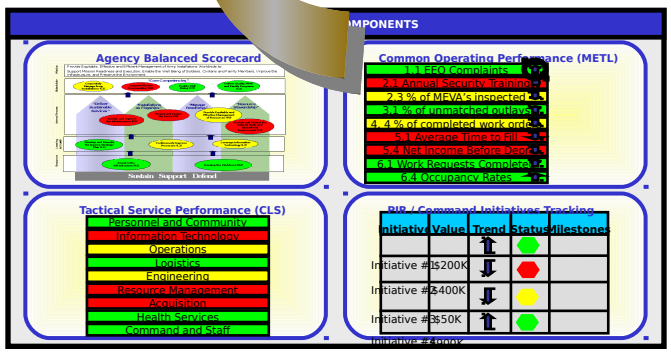
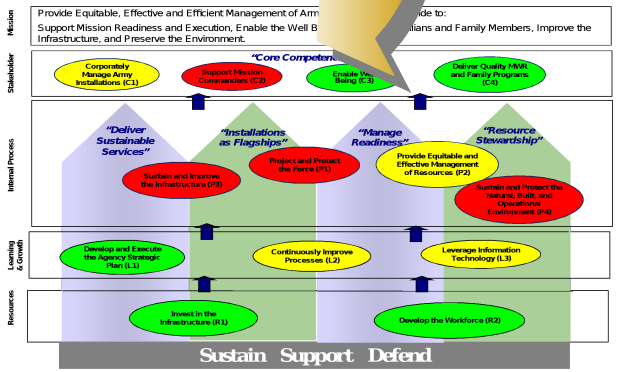
STRATEGIC PLANNING MODEL



Measurement & Reporting

Deployment



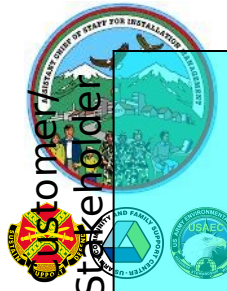

Mission
Stakeholder
Internal Process
Learning & Growth
Resources
"Core Competencies"
Corporately Manage Army Installations (C1)
Support Mission Commanders (C2)
Deliver Quality MWR and Family Programs (C4)
"Deliver Sustainable Services"
"Installations as Flagships"
"Manage Readiness"
"Resource Stewardship"
Sustain and Improve the Infrastructure (P3)
Project and Protect the Force (P1)
Provide Equitable and Effective Management of Resources (P2)
Sustain and Protect the Natural, Built, and Operational Environment (P4)
Develop and Execute the Agency Strategic Plan (L1)
Continuously Improve Processes (L2)
Leverage Information Technology (L3)
Invest in the Infrastructure (R1)
Develop the Workforce (R2)
Sustain Support Defend

Performance Measurement

Balanced Scorecard Process

New

IMA BSC Strategy Map (Early Draft)



Customer/ Stakeholder

Superior Mission Readiness & Execution Support to Customers Worldwide

Equitably Resourced Communities of Choice For America's Armed Forces

Sustainability in All Operations

END

Internal Processes/ Business Practices

Execute Requirements Of Our Army At War

Support Transformation To the Modular Force

Sustain the Environment While Enabling Effective Training

Execute BRAC/IGPBS Re-Stationing Actions To standard

Seek Highest Performance at Best Cost/Value For Customers

Enhance the Well-Being of Our Community Members

Readines s

GWOT

Transformatio n

WAYS

Learning & Growth

Employ Customer Relationship Management Processes

Lead the IMA Workforce to Excellence

Promote Innovation and Empowerment

Communicate Internally, Externally & Continuously

Resources

Financial

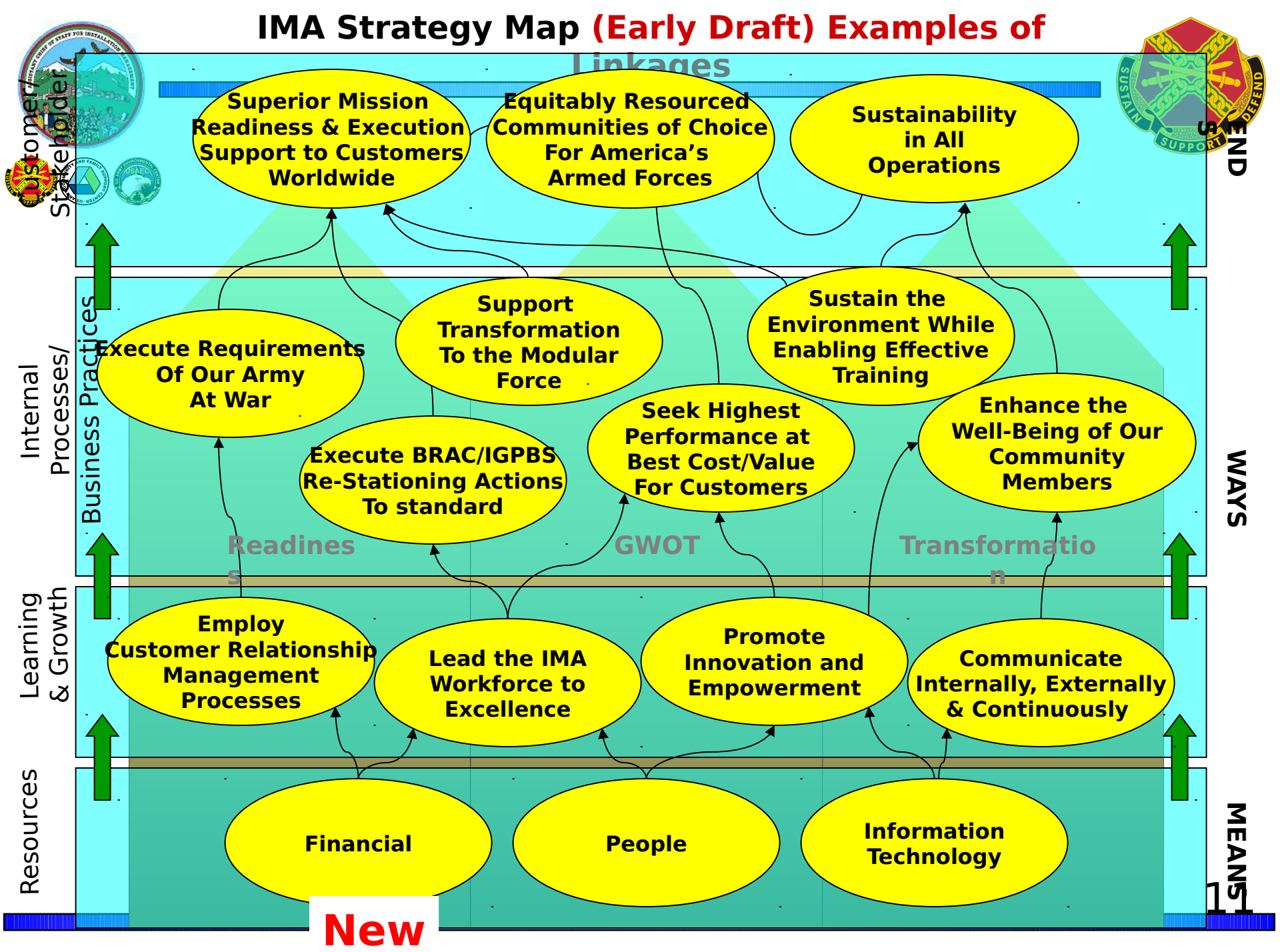
People

Information Technology

MEANS

New

IMA Strategy Map (Early Draft) Examples of Linkages



OVERALL SP/PMR PROCESS

IMA Director

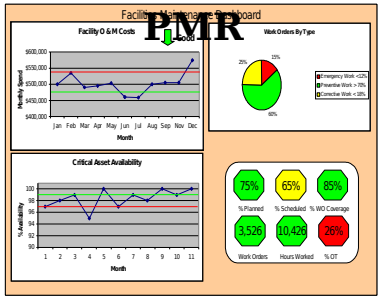
Agency PMR/Region PMR

Region Director

Agency Strategic Plan

Installation Strategic Plan

Installation PMR



Operating Plans

(Examples: Real Property Master Plan, Environmental Management Plan, Human Resource Plan . .)

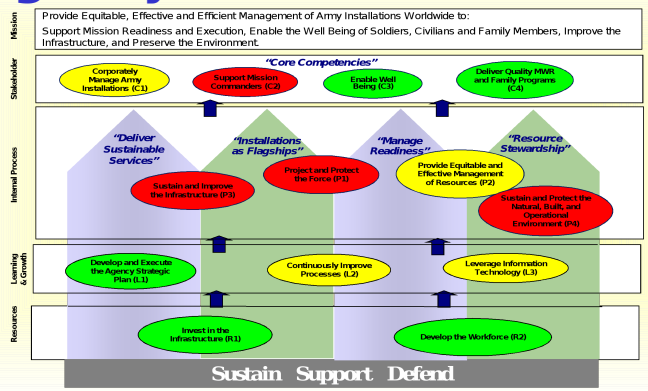
As defined by the Installation / Region

New

FUTURE AGENCY PMR VIEWS

AGENCY PMR COMPONENTS

Agency Balanced Scorecard


Mission
Provide Equitable, Effective and Efficient Management of Army Installations Worldwide to:
Support Mission Readiness and Execution, Enable the Well Being of Soldiers, Civilians and Family Members, Improve the Infrastructure, and Preserve the Environment.
Stakeholder
"Core Competencies"
Corporately Manage Army Installations (C1)
Support Mission Commanders (C2)
Enable Well Being (C3)
Deliver Quality MWR and Family Programs (C4)
Internal Process
"Deliver Sustainable Services"
"Installations as Flagships"
"Manage Readiness"
"Resource Stewardship"
Sustain and Improve the Infrastructure (P3)
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Sustain and Protect the Natural, Built, and Operational Environment (P4)
Learning & Growth
Develop and Execute the Agency Strategic Plan (L1)
Continuously Improve Processes (L2)
Leverage Information Technology (L3)
Resources
Invest in the Infrastructure (R1)
Develop the Workforce (R2)
Sustain Support Defend

Common Operating

1.1 EEO Complaints	⇧
2.1 Annual Security Training	⇧
2.3 % of MEVA's inspected	⇩
3.1 % of unmatched outlays	⇧
4. 4 % of completed work orders	⇩
5.1 Average Time to Fill	⇩
5.4 Net Income Before Depr	⇩
6.1 Work Requests Completed	⇧
6.4 Occupancy Rates	⇧

Arrow shows trend from last reporting

Red, **Green** and **Amber** identify the level of performance for the current reporting cycle

Have ability to

Service Performance (CLS)

Personnel and Community
Information Technology
Operations
Logistics
Engineering
Resource Management
Acquisition
Health Services
Command and Staff

PIR / Command Initiatives

Tracking

Initiative	Value	Trend	Status	Milestones
Initiative #1	$200K	⇧		
Initiative #2	$400K	⇩		
Initiative #3	$50K	⇩		
Initiative #4	$900K	⇧		

New

FY2005 EXPECTATIONS - PMR

- **Continue to Use the Current PMR Framework**
- **PMR Will Report Productivity Improvement Reviews (PIR) and Command Initiatives (CI)**
- **Continue to Use the METL (Mission Essential Task List) As Defined by the Garrison Commanders Task Force**
- **Regions Will Direct What Measurements Are Used**

New

BEYOND FY2005 - PMR

- **Prescribe Common Set of Metrics**
- **Evolve PMR into strategic and operational views**
- **Integrate with Common Levels of Support**
- **Conduct a PMR minimum of twice a year**
- **Annual Review of Action Plans, Objectives, and Goal Execution**
- **2 Year Agency Strategic Planning Cycle**

New

WHAT IS SUSTAINABILITY?

STRATEGIC PLANNING FOR SUSTAINABILITY MANDATE

"The Army will initiate an integrated planning process that identifies objectives, initiatives, monitoring and assessment tools while making the necessary procedural changes to assure progress toward its sustainability goals."

- OASA (I&E)

Sustainability, Well-Being and IMA's long-term strategic planning efforts are inextricably linked

WHAT SUSTAINABILITY MEANS TO THE ARMY

Sustainability – "a sustainable Army simultaneously meets current as well as future mission requirements worldwide, safeguards human health, improves quality of life, and enhances the natural environment."

"A long-term commitment, to radically change the way we design, build, buy, transport, and otherwise perform our mission, as we transform our weapons systems, tactics, and installations over the coming decades."

ARMY CHALLENGES

- 17 million acres (includes Army owned land, withdrawn, licenses, easements, permits, & leases)
- 4,162 installations (including National Guard Armories and Reserve Facilities)
- 29 ammunition plants and arsenals
- 12,000 historic buildings
- 170 endangered species on 94 installations
- 2,500 environmental permits
- 53,000 archeological sites
- 36,000 cultural sites

WHERE WE WANT TO BE

Sustainability, fully integrated into the installation strategic planning process/model, ensures

- ***Long-term viability and mission integrity***
- ***Reduction of environmental impacts***
- ***Realistic training environments***
- ***Minimized resource requirements***
- ***Robust and sustainable infrastructure***
- ***Strong military and civilian community partnerships***
- ***Enhanced well-being***

LEADER'S CHALLENGE

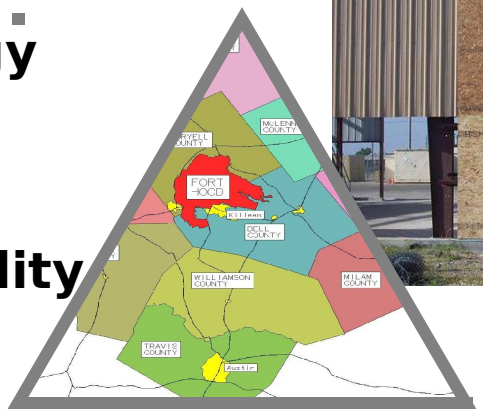
Integrating Sustainability and Well-Being concepts into the installation's management process and installation strategic plan is not just an Environmental, DPW, MWR or DPTM Responsibility….
It is the
GARRISON AND INSTALLATION COMMANDER'S RESPONSIBILITY
for it will only work when *they* champion it.

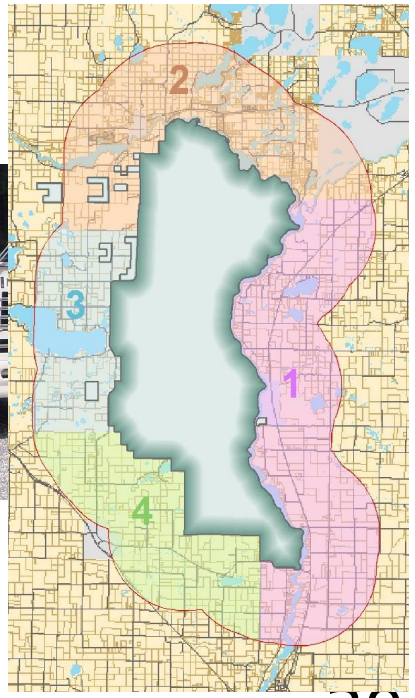
ACSIM, SUSTAINABILITY DIVISION

SUSTAINABILITY IMPACTS ALL AREAS OF INSTALLATION MANAGEMENT

INSTALLATION SUSTAINABILITY SUCCESS STORIES

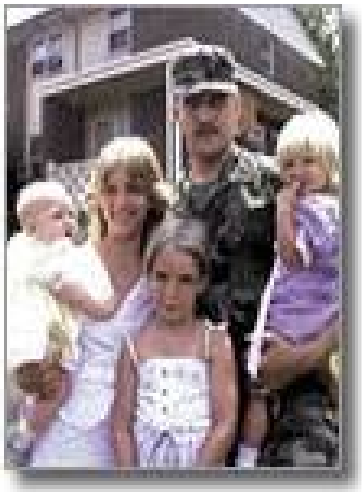
- Facilities Goals –
  - Renewable, Secure Energy
  - Build to Spirit Standards
- Water Goals –
  - Reduce Use, Improve Quality
- Regional Goals –
  - Joint Planning and Outreach
- Procurement Goals –
  - Recyclable Materials, No Wa
- Transportation Goals –
  - Clean and Convenient
- Military Training Goals –
  - Better Land Use On and Off Post





WHAT IS WELL-BEING?

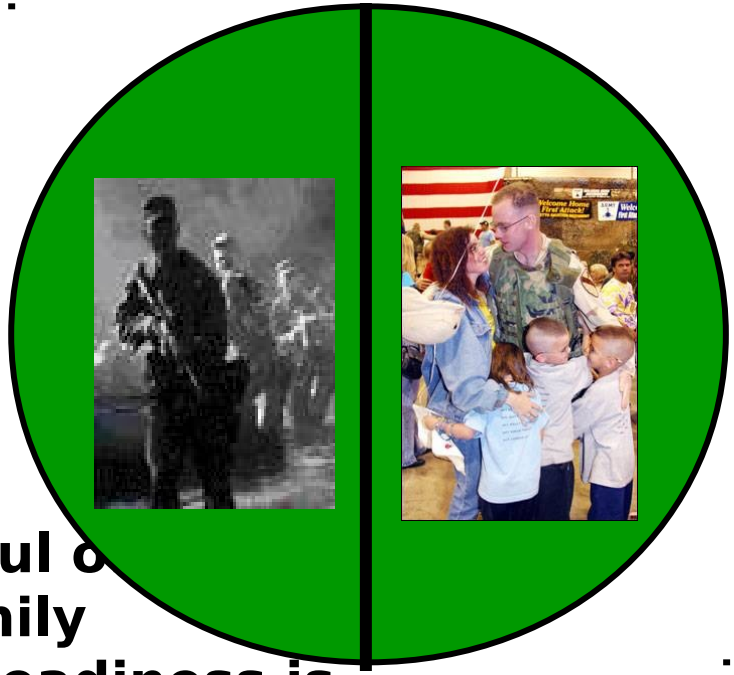
WELL-BEING DEFINED



Army Well-Being is the personal – physical, material, mental, and spiritual – state of Soldiers (active, reserve, and guard, retirees, and veterans), civilians, and their families that contributes to their preparedness to perform and support the Army's mission.

AR 600-20

WHY WELL-BEING?
Army Posture Statement



**"People are the heart and soul o
Army—Soldiers, civilians, family members and retirees. Our readiness is inextricably linked to the well being of our people. The Army Family, for both the Active and Reserve Component, is a force multiplier and provides the foundation to sustain our warrior culture."**

WELL-BEING
THE INSTALLATION'S VIEW

Well-Being is actually a "condition" resulting from the effects of a system of individual programs, policies, and initiatives.

Well-Being represents an installation's coordinated efforts to integrate programs, policies, and initiatives into a holistic and systematic framework (strategic plan) that supports mission preparedness as well as individual aspirations

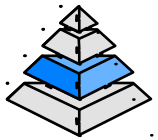
WELL-BEING ARCHITECTURE

TO SERVE

Soldiers
- **Active**
- **Guard**
- **Reserve**
- **Retired**
- **Veterans**

Civilians
Family Members

TO LIVE



Values
- Army Values
- Religious Support

Training & Leader Development
- Training
- Personnel Management
- Leader Development

Esprit
- Tradition
- Camaraderie
- Job Satisfaction
- Life-Style Satisfaction

Pay & Compensation
- Base Pay
- Allowances
- Incentive and Special Pay
- Other Compensation
- RC Employer Support
- Finance Processing

Health Care
- Preventive Services
- Patient Care
- Dental Services
- Customer Service
- Health Care Infrastructure

Housing
- Family Housing
- Barracks Complexes
- Army Lodging

Continuous Learning
- Continuing Education

TO CONNECT

Leadership
- Leadership
- Human Relations
- Professional Conduct

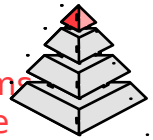
Workplace Environment
- Workplace Modernization
- Workplace Maintenance

Family Member Education
- DODEA Schools
- School Liaison
- Education Transition

Family Programs
- Deployment Support
- Family Adaptation
- Child Development Programs
- Youth Services
- Exceptional Family Member Support
- Family Advocacy

Welfare
- Safety
- Community Protection
- Relocation
- Overseas Support
- Risk Reduction
- Legal Services
- Transition/Retirement
- Final Honors
- Community Outreach

TO GROW



Citizenship
- Religious Programs
- Voting Assistance
- Community Involvement

Financial Readiness
- Personal Financial Management
- Financial Training

Education Assistance
- Family Member Continuing Education

Family Member Employment
- Spouse Employment

Recreation
- Community Recreation
- Sports & Fitness
- Armed Forces Recreation Centers
- Pet Services
- Libraries & Information Servi

4 Goals
17 Categories
59 Functions

New

LEADER'S CHALLENGE

Commanders and leaders at all levels will provide an environment that contributes to the physical, material, mental, and spiritual dimensions of the lives of their Soldiers and their families as well as members of the greater extended Army family, including veterans, retirees, and civilians.

AR 600-20

SUSTAINABILITY ONLINE

Army	**www.sustainability.army.mil (under construction)**
OACSIM	**www.hqda.army.mil/acsimweb/fd/linksSDD.htm**
USAEC	**www.aec.army.mil/usaec/support/sustainability00.html**
DENIX	**www.denix.osd.mil/denix/DOD/Library/Sustain/sustain/html**
USACER	**www.cecer.army.mil/SustDesign**
SERO	**www.envquest.com**
Fort Bragg	**www.bragg.army.mil/sustainability**
Fort Lewis	**www.lewis.army.mil/publicworks**
Federal Network	**www.federalsustainability.org**
White House	**www.ofee.gov/sustain/sustainability.htm**
Fed. Workgroup	**www.eere.energy.gov/femp/technologies/sustainable_workinggroup.cf**
Natural Step	**www.naturalstep.org/learn/principles.php**
Mil. Partnerships	**www.ofm.wa.gov/sustainability/panel.htm**

WELL-BEING ONLINE

Army home page: http://www.army.mil/ then
http://www.army.mil/WellBeing/default.htm

The Well-Being Liaison Office (WBLO):
http://www.armyfamiliesonline.org

The Army Vision: http://www.army.mil/vision/index.html

The CFSC website: http://www.armymwr.com/

Deployment Cycle Support (DCS):
http://www.armyg1.army.mil/default.asp?pageid=101f

R&R Leave:
http://www.odcsper.army.mil/Directorates/wb/RRLeave/index.htm

Army One Source: (800) 464-8107

http://www.ArmyLifeToo.com

REFERENCES

- National Military Strategy (2004)
- Quadrennial Defense Review (2001)
- Presidential Management Agenda (2002)
- The Army Plan 2002-2017
- Army Campaign Plan
- Joint Vision 2020
- The Army 2020 (2003)
- The Way Ahead (2003)
- The Army Posture Statement (2005)
- The Army Strategic Planning Guidance 2006-2023
- AR210-20 Master Planning for Army Installations
- AR 200-1 Environmental Stewardship and Sustainability
- Army Sustainable Range Plan 2003
- Army Strategy for the Environment (2004)
- ACSIM Sustainable Design and Development (SDD)
- AR 600-20 Army Command Policy
- Corporate Sustainability (Melbourne Principles for Sustainable Cities, “The Natural Step”, World Business Council for Sustainable Development)

"Sustain the Mission – Secure the Future"

QUESTIONS ?

ARMY INSTALLATIONS - RELEVANT AND READY